

# Performance Measures

---

The Sheriff's Office has committed itself to planning based on information and data, with comparisons to national best practices and benchmarks from comparable agencies. We aim to enhance our planning processes through our performance measurement system and, if possible, to align our measures with the countywide systems. It is equally important that we align our performance measures with those required by our contract customers while keeping an eye to the concerns of our unincorporated residents as well.

Our current system of performance measures is taking shape through a variety of accountability initiatives being undertaken simultaneously at virtually all levels of KCSO activity. In 2006 the KCSO conducted a department-wide survey of unit-level success measures while at the same time testing a revised individual employee evaluation and participating in a Blue Ribbon Panel to assess corporate accountability. At the time of this report there is still much to do to define and structure a cohesive systems of measures. It is, however, extremely encouraging to have such a number of activities operating consecutively.

The KCSO will review its current and future performance measures as part of the Operational Master Plan process taking place in the latter part of 2006 and the first quarter of 2007.

The KCSO will also continue to participate in the King County Auditor's Performance Measures Work Group as well as lending support to other county performance measurement programs such as KingStat.

Until more of the above initiatives are complete, we will continue to report on the measures established in previous business plans. These established measures have been realigned with our new goals and core businesses. Some measures previously published without corresponding data have been eliminated from the list because it was evident that they either did not provide the intended information or were not feasible to report at any time in the near future. Like all agencies engaging in performance measurement, the KCSO is in an evolutionary process of assessing the value of its measured information while at the same time working to develop data collection and analysis tools to provide desired information to inform future decision making.

Key Policy	Core Business	Performance Measure	Type of Measure (check one)				Year-end Historical Data			2005 Target		Q1 2006	2006 Target	Proposed 2007 Target	Comments
			Effectiveness	Efficiency	Productivity	Output	2002	2003	2004	2005					
Promote safe and healthy communities.	Law Enforcement Response	Average response time in minutes -- Priority X *		X			4.44	3.87	4.13	4.02	less than 5 minutes	4.18	less than 5 minutes	less than 5 minutes	
	Law Enforcement Response	Average response time in minutes -- Priority 1 *		X			9.12	9.27	9.30	9.72	less than 7 minutes	9.19	less than 7 minutes	less than 7 minutes	
	Law Enforcement Response	Average response time in minutes -- Priority 2 *		X			16.69	16.75	16.17	17.0	less than 20 minutes	16.29	less than 20 minutes	less than 20 minutes	
	Law Enforcement Response	Average response time in minutes -- Priority 3 *		X			44.47	46.27	45.18	49.09	less than 40 minutes	45.16	less than 40 minutes	less than 40 minutes	
	Law Enforcement Response	Part I "Modified" Crime Rate (Per 1,000 population) [Titled "Modified" when the rate includes Arson counts]					34.07	34.43	36.28	36.60		Not comparable			
	Law Enforcement Response	Part II Crime Rate (Per 1,000 population)					34.62	35.95	35.51	36.14		Not comparable			
	Law Enforcement Response	Dispatched Calls for Service *				X	122,651	122,547	122,432	124,421		27,904			
	Law Enforcement Response	On-View Activity *				X	148,046	153,133	139,168	134,239					
	Law Enforcement Response	Reports taken by 911 Staff (includes ACH calls) *				X	18,945	17,187	17,632	17,666					
	Law Enforcement Response	Percent of (UAC) residents who feel safe walking alone during day	X				NA	NA	94%	NA					
	Law Enforcement Response	Percent of (UAC) residents who feel safe outside & alone at night	X				NA	NA	74%	NA					

\* Includes contract city data.

Key Policy	Core Business	Performance Measure	Type of Measure (check one)				Year-end Historical Data			2005 Target		Q1 2006	2006 Target	Proposed 2007 Target	Comments
			Effectiveness	Efficiency	Productivity	Output	2002	2003	2004	2005					
	Law Enforcement Response	Percent of (UAC) residents who believe crime has decreased	X				NA	NA	10%	NA					
	Contract Service Provision	Percent of KCDOT/Metro's Rider/Non-rider survey responders who are "very satisfied" with personal safety on bus during the daytime.	X				55%	56%	Not available	62%					
	Contract Service Provision	Percent of KCDOT/Metro's Rider/Non-rider survey responders who are "very satisfied" with personal safety on bus at night.	X				29%	29%	Not available	34%					
	Contract Service Provision	Percent of KCDOT/Metro's Rider/Non-rider survey responders who are "very satisfied" with personal safety waiting for the bus at night.	X				20%	24%	Not available	29%					
	Law Enforcement Support Services	Number of bulletins and other reports created by Crime Analysis				X	NA	NA	NA						
	Countywide and Regional Specialty Services	Number of Latent Hits (Crime Scene or Investigation)				X	Not comparable	Not comparable	1,907	2,077					
	Countywide and Regional Specialty Services	Number of Identifications (Criminal and Applicant)				X	67,872	67,122	68,332	67,586					

\* Includes contract city data.

Key Policy	Core Business	Performance Measure	Type of Measure (check one)				Year-end Historical Data			2005 Target	Q1 2006	2006 Target	Proposed 2007 Target	Comments
			Effectiveness	Efficiency	Productivity	Output	2002	2003	2004					
	Countywide and Regional Specialty Services	"Liars" (False Names) Identified	X				897	845	670	561				
		Number of Special Support Enforcement Unit warrants (e.g. child support warrants) served by SEEU and other KC units				X	Not available	Not available	Not available	885				
	Countywide and Regional Specialty Services	Number of civil process/subpoenas received				X	77,950	70,572	69,019	62,808				
	Countywide and Regional Specialty Services	Number of registered sex offenders (New registrations)				X	716	768	819	817				
	Countywide and Regional Specialty Services	Number of offenders monitored by King County detectives (Levels 2 & 3)				X	Not available	Not available	Not available	122				
<b>Build trust and support within the community groups, government, and the profession that we serve.</b>	Law Enforcement Response and Criminal Investigations	Percentage of (UAC) citizens who feel that police were effective at solving problem	X				NA	NA	54%	NA				
	Contract Service Provision	Number of contracts maintained	X				27	28	28	35				
	Public Interaction	Number of web site hits					--	--	--	Not available				
	Law Enforcement Response and Criminal Investigations	Percent of unincorporated area residents reporting their general feeling about police services as excellent or good.	X				NA	NA	64%	NA				

\* Includes contract city data.

Key Policy	Core Business	Performance Measure	Type of Measure (check one)				Year-end Historical Data			2005 Target	Q1 2006	2006 Target	Proposed 2007 Target	Comments
			Effectiveness	Efficiency	Productivity	Output	2002	2003	2004					
Provide responsible and value-added law enforcement services.	Law Enforcement Response	DCFS per Patrol Deputy, Unincorp.		X			400	385	NA	Not Available at the time of this report				
	Contract Service Provision	DCFS per Patrol Officer, City		X			503	487	NA	432.26				
	Contract Service Provision	Value of contracts served	X?							Not Available				
	Business Management	Percent of general fund budget allocation supported by revenue		X						Not Available at the time of this report				
	Business Management	Cost per capita		X			\$163	\$173	\$174	Not Available at the time of this report				
	Business Management	Officers per thousand (unincorp)		X			0.91	0.90	0.88	Not Available at the time of this report				
	Contract Service Provision	Officers per thousand (city)					1	1.01	1	0.97				
Promote a highly-skilled workforce.	Business Management	Number of deputies & sergeants participating in in-service training.		X				341	NA	Not Available at the time of this report				

\* Includes contract city data.

# Appendix A: Core Businesses

---

## **Business Direction**

### **Vision**

Our vision is to improve public safety by leading and promoting collaboration and professionalism in the criminal justice system.

### **Mission**

The mission of the King County Sheriff's Office is to provide quality, professional, regional and local law enforcement services tailored to the needs of individual communities to improve the quality of life.

### **Goals**

1. Promote safe and healthy communities.
2. Build trust and support within the community groups, government, and profession that we serve.
3. Provide responsible and value-added law enforcement services.
4. Promote a highly-skilled workforce.

### **Core Values**

Leadership  
Integrity  
Service  
Teamwork

## **Appendix A: Core Businesses, cont.**

### **Core Businesses Related to Programs and Goals**

Core Business Function	Programs (DRAFT)	Goals			
		Build trust and support ....	Maintain safe and healthy communities ...	Provide accountable & cost-effective.. services.	Promote a highly skilled workforce.
Law Enforcement Response and Criminal Investigations	Communications Crime Prevention Emergency Response Investigations Non-regional Special Operations	X	X	X	
Countywide and Regional Specialty Services	Regional AFIS Civil Process Homicide Investigations Public Services & Mandatory Registrations Regional Special Ops & Critical Incident		X	X	
Law Enforcement Support Services	Computer Resources Crime Analysis Evidence Management Intelligence Records and Data Technological Development		X	X	
Contract Service Provision	Contract Management & marketing Law enforcement in contract jurisdictions	X	X	X	
Business Management	Administration Finance & Budget Grant Management Internal Investigations Payroll Personnel Planning & Measurement Purchasing & Supply Management Training	X		X	X
Public Interaction	Press Information & Media Relations Public information	X		X	

## **Appendix A: Core Businesses, cont.**

### **Core Businesses Related to Service Areas**

Core Business Function	Programs (DRAFT)	Regional	Urban Unincorp.	Rural Unincorp.	Local City (mutual aid)	Contract
Law Enforcement Response and Criminal Investigations	Communications	X	X	X		X
	Crime Prevention					X
	Emergency Response	X	X	X		X
	Investigations		X	X	X	X
	Non-regional Special Operations		X	X	X	X
Countywide and Regional Specialty Services	Regional AFIS	X				
	Civil Process	X				
	Homicide Investigations	X				
	Public Services & Mandatory Registrations	X	X	X		X
	Regional Special Ops & Critical Incident	X				
Law Enforcement Support Services	Computer Resources	X	X	X		X
	Crime Analysis		X	X		X
	Evidence Management		X	X		X
	Intelligence	X	X	X		X
	Records and Data	X	X	X		X
	Technological Development	X	X	X		X
Contract Service Provision	Contract Management & marketing					X
	Law enforcement in contract jurisdictions					X
Business Management	Administration		X	X		X
	Finance & Budget		X	X		X
	Grant Management		X	X		X
	Internal Investigations		X	X		X
	Payroll		X	X		X
	Personnel		X	X		X
	Planning & Measurement		X	X		X
	Purchasing & Supply Management		X	X		X
	Training		X	X		X
Public Interaction	Press Information & Media Relations		X	X		X
	Public information	X	X	X		X